

Item: Board of Governors Minutes, September 1992
Call Number: Board of Governors Fonds UA-1, 58.3

Additional Notes:

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DALHOUSIE UNIVERSITY
BOARD OF GOVERNORS

Schedule of Meetings for 1992-93

Note: Meetings of the Board of Governors will ordinarily commence at 4:00 p.m. and will be held in the Senate and Board Room unless otherwise advised. All meetings are open except for "in camera" portions of the meeting. Board members will receive agenda and documents in advance of all scheduled meetings.

Tuesday, September 15, 1992

Tuesday, October 20, 1992

Tuesday, November 17, 1992

Tuesday, December 15, 1992

~~Thursday~~ ²¹
Tuesday, January 19, 1993

²³
Tuesday, February 16, 1993

Tuesday, March 16, 1993

Tuesday, April 20, 1993

Tuesday, May 18, 1993

Tuesday, June 22, 1993

Approved: BOG 23/06/92

 * BOARD MEMBERS ARE CORDIALLY INVITED TO ATTEND A WINE AND CHEESE *
 * RECEPTION IMMEDIATELY FOLLOWING THE BOARD MEETING *

BOARD OF GOVERNORS
 DALHOUSIE UNIVERSITY
 AGENDA

OFFICIAL BINDER COPY

Tuesday, September 15, 1992 - 4:00 p.m.
Board and Senate Room

- 1. Approval of Agenda (A. Shaw)
- 2. Minutes of Board Meeting of June 23, 1992 (enclosed) (A. Shaw)
- 3. President's Report (to be distributed at meeting) (H. Clark)
- 4. Rationalization of Nova Scotia Universities (H. Clark)
- 5. President's Capital Campaign Vision Statement (H. Clark)
- 6. Items for Decision
 - (a) Appointment of Mount Saint Vincent representatives (H. Clark/A. Shaw)
 - (b) Board Committee Membership (A. Shaw)
 - (c) M.Sc. in Agriculture (enclosed) (D. Stairs)
- 7. Items for Discussion
 - (a) Capital Campaign Update (H. Eberhardt)
 - (b) Workshop on the Role of Board Members (H. Clark)
- 8. Items for Information
 - (a) Resignation of Dean of Dentistry (H. Clark)
 - (b) Staff Matters Annual Statistical Report:
 July 1991 - June 1992 (enclosed) (D. Stairs)
 - (c) Reports of Standing Committees:
 - (i) Buildings and Grounds Committee (D. Kerr)
 - (ii) Staff Relations Committee (P. Roscoe)
 - (d) Termination of Cardiovascular & Thoracic Surgery Programme (D. Stairs)
- 9. Other Business
- * 10. Adjournment

*Possible item: In Camera - Henson College

Enclosed for Information
University Affairs - August/September

Minutes of a Meeting of the
Board of Governors held on Tuesday,
September 15, 1992 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. Allan C. Shaw
 Chairperson
 Ms. Hermie Abraham
 Mr. David J. Almon
 Dr. D. Wayne Bell
 Mr. Daniel M. Campbell
 Dr. Howard C. Clark
 President
 Dr. Fay Cohen
 Mr. James S. Cowan
 Vice-Chairperson
 Mr. Peter R. Doig
 Dr. Kenneth Dunn
 Mr. Fred S. Fountain
 Mrs. Linda Fraser
 Mrs. Cynthia Gorman
 Hon. T. Alex Hickman
 Ms. Carolyn Johnson
 Mr. Donald A. Kerr
 Ms. Lale Kesebi

Dr. Patricia Lane
Ms. Bernadette Macdonald
Hon. Jacqueline Matheson
Mr. Fraser Matte
Dr. Carmen F. Moir
Dr. Norman G. O. Pereira
Mrs. Ann Petley-Jones
 Honorary-Secretary
Mr. George C. Piercey
Mr. John C. Risley
Ms. Patricia Roscoe
Mr. Kenneth C. Rowe
Mr. Byron G. Sarson
Dr. William M. Skerrett
Dr. Donald Sobey
Dr. Maxine N. Tynes
Miss Barbara Walker
 Vice-Chairperson
Mr. Robert Zed
Mr. Sherman Zwicker

Also present were: Dr. Denis Stairs (Vice-President, Academic and Research); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Dr. Tom Sinclair-Faulkner (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Mr. W. H. Lord (Director, Physical Plant and Planning); Mr. Brian D. Christie (Executive Director, Institutional Affairs); Ms. Jane Spurr (Research and Policy Analyst); Ms. Marilyn MacDonald (Director, Public Relations); Mrs. Betty Flinn (Director, Alumni Affairs); Mrs. Charlotte Sutherland (Director, Development Office); and Ms. Joann Griffin (Secretary).

Regrets were received from Ms. Jean Addison, Mr. Robin N. Calder, Mr. H. Lawrence Doane, and Mr. Norman H. Newman.

The Chairperson called the meeting to order at 4:00 p.m. and welcomed Dr. Carmen F. Moir, Mr. Byron Sarson, Dr. William M. Skerrett, Mr. John Risley and Mr. Kenneth Rowe to their first meeting of the Board of Governors. He noted there would be a wine and cheese reception immediately after the meeting and expressed the hope that Board Members would take advantage of that opportunity to meet one another.

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September 15, 1992
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Approval of Agenda

Mr. Shaw referred to the changed format for the Agenda which it was hoped would improve the efficiency of the Board's proceedings and allow for regular presentations at meetings such as the President's Capital Campaign Vision Statement which was scheduled for this meeting. He encouraged Board Members to let their views be known with respect to the changed Agenda.

It was noted that there were no new items to be added to the Agenda, and with the deletion of the possible In Camera item, the Agenda was approved as circulated.

MINUTES OF BOARD MEETING OF JUNE 23, 1992

Mrs. Gorman moved and Mr. Almon seconded a motion THAT the Minutes of the Meeting of the Board of Governors held on June 23, 1992 be approved as circulated. The motion carried.

PRESIDENT'S REPORT/RATIONALIZATION OF NOVA SCOTIA UNIVERSITIES

Dr. Clark reviewed in detail his President's Report which included an update with regard to rationalization. A copy of his Report is attached to these Minutes as appendix "A". In addition to the items contained in that Report, he noted that at the most recent meeting of the Atlantic Association of Universities (AAU) it was agreed to proceed to the next phase and have an implementation plan developed for a central application centre for Atlantic region universities. He observed that this would involve a lot of further study, with cost implications needing to be considered as well as how the centre would operate, but it was thought that there would be meaningful benefits in terms of available data and services to students should a centre be established. He noted that a final decision would not be taken until some time next year.

Dr. Clark referred to negotiations with the Dalhousie Faculty Association with regard to the inclusion of a number of staff at Henson College within the Collective Agreement. He noted discussions had been successful but they had not been able to bring the matter to the Board because of one outstanding issue that required the interpretation of the Wage Restraint Legislation. Once that had been resolved and the agreement ratified by the Dalhousie Faculty Association, it would be brought to the Board for approval.

Dr. Clark concluded his Report by noting, with regret, that Dr. Ken Zakariasen, Dean of Dentistry, would shortly be leaving Dalhousie to take up a position as Dean of Dentistry at Maquette University. The one other senior staff change that he noted was the appointment

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September 15, 1992
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of Dr. John Ruedy as Dean of Medicine effective July 1, 1992.

PRESIDENT'S CAPITAL CAMPAIGN VISION STATEMENT

Dr. Clark stated that he wanted to emphasize that the statement he was giving today had been prepared for a very specific purpose in relation to our plans for the Capital Campaign, and that it was his vision of what Dalhousie could look like in 2002. He stressed that the statement was not intended to be comprehensive. For example, he did not comment on Dalhousie's cultural role. As well, he observed that the statement contained some good news, but also some bad. He expressed the view that, because much of the ground work had been done, by the end of this decade much of what was in the statement could be reality despite the fact there were a number of difficulties to be confronted, not the least of which was very restricted government funding, especially over the next few years. He concluded his introductory comments by noting that the statement was based on much of the planning work that had been done through the Mission Statement, the Role and Capacity exercise, the work of the Financial Strategy Committee over the last few years, and the Campus Plan.

Some discussion followed the presentation, as follows:

Mr. Rowe expressed the view that with respect to rationalization as it was addressed in the statement, the impression was made that we had already given up on the Business School and he recommended that if the statement was to be published, then some vision for the Business School should be included. Dr. Clark responded that it was not the case that he had given away the School but that we cannot avoid the fact that there would be some changes as a result of rationalization that we would not like and that the remarks contained in his statement represented an effort to make that point. Mr. Rowe then commented that Faculty and students in the Business School should be supported until we knew what was to happen to the School.

Mr. Sobey inquired whether the projected decline in government funding over the next ten years meant that we would be receiving only 50% of our total revenue from Government, as compared to the 80% received in the past. If so, how would that affect the implementation of the Vision Statement? Dr. Clark commented that, while we expected Government support to drop, we did not know if it would be reduced to 50%, but that we also did not know how much higher tuition fees would be.

Dr. Tynes described the vision statement as hopeful and rather safe. She suggested that with respect to the Business School issue, at this stage it might not be good to guard anything too generously and that we must be prepared to relinquish something.

Dr. Clark observed that the objectives that were set for rationalization would be critical, but he anticipated that Dr. Halliwell, Chair of the Nova Scotia Council on Higher Education, would make every effort to ensure that they were solid and forward looking. He noted that he expected Dr. Halliwell to involve people outside the universities in the debate.

Ms. Abraham commented that she found the statement both interesting and hopeful but expressed her concern that higher tuition fees would lessen the opportunities for cultural diversity. Dr. Clark noted that increased student assistance programs to encourage accessibility would continue.

Dr. Pereira suggested that the question of student access to education was very important and could not be treated in a vacuum; that it must be considered along with the problems of larger classes, declining numbers of faculty and the resulting changes in the format of teaching in ways that were contrary to pedagogical effectiveness. Dr. Clark agreed with Dr. Pereira but emphasized again that his statement had not been intended to be comprehensive and reminded Board Members that it had been prepared in the context of plans for a Capital Campaign. He also observed that what was happening at Dalhousie was occurring at many other institutions, but that we did need to recognize that around 2002 as a result of the age distribution of our Faculty there would be a large number of retirements. At that time we should be able to address these problems in a significant manner.

ITEMS FOR DECISION

(a) **Appointment of Mount Saint Vincent representatives**

It was moved by Ms. Pat Roscoe and seconded by Miss Walker THAT, on the nomination of Mount Saint Vincent University, Mrs. Jean Addison and Dr. Sharon Oliver be appointed Members of the Board of Governors of Dalhousie University for a term of one year effective September 1, 1992. The motion carried.

(b) **Board Committee Membership**

It was moved by Mrs. Gorman and seconded by Ms. Roscoe THAT

- (i) Dr. Sharon Oliver be appointed a member of the Board's Finance and Budget Committee
- (ii) the following Members be appointed the Board's representatives on Senate Committees:

Honorary Degrees Committee : Ms. Bernadette Macdonald

Advisory Committee on
International Development : Mr. Robin N. Calder
Financial Planning Committee : Dr. William M. Skerrett

- (iii) Mr. Robert Zed be appointed to replace Miss Barbara Walker as the Board's representative on the Board of Governors of Mount Saint Vincent University, for a term of one year effective 1 September, 1992.

The motion carried.

(c) **M.Sc. in Agriculture**

Dr. Stairs observed that information had been distributed in advance with respect to the M. Sc. in Agriculture and noted that this programme represented a logical extension of cooperation between Dalhousie and the Nova Scotia Agricultural College. Initial enrolment was expected to be between 20-24 students and the maximum potential enrolment would be 50. All programme costs would be managed by NSAC and Dalhousie would be reimbursed for expenses and the MPHEC had been urged to recommend special funding for this programme, over and above the total amount available for existing programmes.

It was moved by Dr. Skerrett and seconded by Mr. Zed THAT, Senate's recommendation for a joint Dalhousie/Nova Scotia Agricultural College Master of Science programme in Agriculture be approved. The motion carried.

ITEMS FOR DISCUSSION

(a) Capital Campaign Update

Mr. Eberhardt, prior to his Capital Campaign Update, referred briefly to a highly successful concert held on September 12 in Toronto in support of the Black Studies Chair. \$25-30,000 was raised that evening which brings the total raised for the Black Studies Chair close to \$900,000.

Mr. Eberhardt then referred Board Members to the material they had been given with respect to the Capital Campaign and proceeded to review the planning process, and the history of events to date. He noted that copies of the Environmental Scan were available should any Board Member be interested in receiving a copy. He noted the first full meeting of the Campaign Steering Committee had been held on July 2 and future meetings were scheduled for October 8 and November 9. The five different Task Force Reports will be reviewed at the October 8 meeting and then condensed by the Steering Committee. A full presentation on the Capital Campaign is planned for the December meeting of the Board

of Governors. Following that the feasibility study would be done to see what the reaction was to the campaign objectives and then a Campaign Case Statement would be prepared. That would be followed by the Quiet Campaign during which it was hoped 30-40% of the total campaign objective would be raised before embarking on the Public Campaign.

Mr. Eberhardt also noted that the Development Office was identifying prospects and that we would be wanting volunteers from the Board for the National Campaign Committee.

(b) Workshop on the Role of Board Members

Dr. Clark observed that usually in October we have an Orientation Session for new Board Members, although all Board Members are welcome. He explained that various approaches could be taken, such as presentations by the Vice-Presidents with respect to their areas of responsibility, an explanation of the complex structure of the university, and the possibility of viewing a video that is used by the University of Alberta which deals with the role and responsibilities of Board Members. Dr. Clark then requested that Board Members give some indication of what they thought would be most useful.

Mr. Sarson said he would like to be informed about what some of the key issues were that the University was facing and Mr. Risley suggested that to be informed about those issues from various perspectives would be helpful. Dr. Cohen recommended that learning about the backgrounds of Board Members would be helpful. Dr. Moir endorsed the idea of presentations on key issues and expressed an interest in seeing the video used by the University of Alberta.

Considering the many other commitments of Board Members, it was generally agreed that whatever is planned should be contained within a short session. Dr. Clark thanked Board Members for their suggestions and said we would endeavour to have something planned for a Board Meeting within the next month or two.

ITEMS FOR INFORMATION

(a) Staff Matters Annual Statistical Report:
July 1991 - June 1992

Dr. Stairs agreed to respond to a question from Mrs. Gorman at the next meeting with respect to the net change in the faculty complement this year versus the previous year.

(b) Reports of Standing Committees

(i) Buildings and Grounds Committee

Mr. Kerr advised that the Buildings and Grounds Committee had met earlier in the day and that the meeting was largely an orientation session as the Committee had many new members. During the course of an update on work accomplished over the summer he noted that the Tupper Building upgrade, which is a \$10 million project, was on schedule and on budget, and that much credit for that was owed to the Physical Plant and Planning staff. He noted that the Macdonald Building was completed with the exception of the Board and Senate Room, which should be finished in the near future and which would also function as a fine multi-purpose facility. Serious air ventilation problems in Pharmacy had been attended to, and the constant upgrading of classroom facilities continues. He also noted that the main dining area in the Student Union Building had been greatly improved and small food outlets had also been opened in the Law and Business Management buildings. In addition a large number of new bicycle racks had been installed, and because of concerns about safety, midnight walks were being taken to identify potential areas of danger, and more lighting would be installed. He referred to problems of physical accessibility, noting that the problem was most difficult to resolve in many of the older houses on campus. He noted that an elevator was being planned for the Pharmacy Building.

(ii) Staff Relations Committee

Ms. Roscoe noted that at a Staff Relations Committee meeting held on September 4, 1992 three new Board representatives were welcomed to the Committee, namely Mr. Dan Campbell, Mr. James Cowan and Dr. Carmen Moir. The Committee received an overview of employment relations processes and related committee structures, of which there are 20 standing and ad hoc committees. The terms of reference and history of the Staff Relations Committee were also reviewed.

At that meeting, the Committee also reviewed the correspondence exchanged between Dr. Clark and Dr. Sinclair-Faulkner about grievances. The Committee concluded that the former Staff Relations Committee members had received data, but had not formulated a report on grievances and that the reference in the Committee's 1991-92 Annual Report to grievances should only be construed as a 'shorthand' response to the data presented. The Committee will explore these data more fully and issue a report to the Board as soon as possible.

Ms. Roscoe also noted that the Committee had received a summary of the ISI project on insured benefits which achieved good results financially and in terms of inter-university cooperation.

Termination of Cardiovascular and Thoracic Surgery Programme

Dr. Stairs observed that this item was being brought to the attention of the Board for information only. The Senate has the authority for approval and termination of academic programs and because of low enrolment and declining demand with no students currently registered in the program, the Faculty of Medicine had recommended and Senate had approved the termination of the Cardiovascular and Thoracic Surgery Program.

OTHER BUSINESS


(1) Mrs. Ann Petley-Jones reminded Board Members of her earlier appeal to Board Members to identify three to five potential employers and forward their names to the School of Business to assist with work placement for students enrolled in the Co-Op Education Program. She noted the success they had last year in reaching 100% placement of all students while the average was 65% elsewhere, but she acknowledged that it would be a challenge to maintain a 100% placement level.

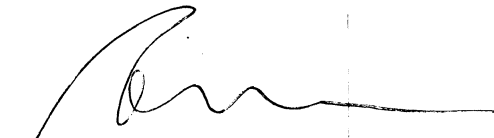
(2) Mrs. Roscoe acknowledged with thanks having received from Dr. Stairs a copy of the Executive Summary of the Price-Waterhouse analysis of competency of Graduates of Dalhousie's School of Occupational Therapy. Board Members agreed it was their pleasure to have it noted in the Minutes that the School of Occupational Therapy was to be commended for the highly successful report that resulted from this assessment.

(3) Ms. Kesebi expressed her thanks to the University for its commitment to the Tiger Patrol.

ADJOURNMENT

There being no further business, at 5:40 p.m. Mrs. Gorman moved and Mr. Campbell seconded a motion that the meeting adjourn. The motion carried.


Mrs. Ann Petley-Jones
Honorary Secretary


Mr. Allan C. Shaw
Chairperson



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Dalhousie University
Board of Governors
Report of the President

15 September 1992

1. Rationalization

Dr. Janet Halliwell took up her responsibilities as the new Chair of the Nova Scotia Council for Higher Education on 20 August. She is meeting with individual university Presidents, and with other groups, as she becomes familiar with the Nova Scotia scene.

Dr. Halliwell attended a portion of a CONSUP meeting on September 1 and gave an interesting presentation as well as responding to questions. Some copies of her remarks are available. While there is certainly no indication yet as to how she intends to proceed, it will not be surprising to me to see one or more major statements from NSCHE in the next very few weeks.

From my own discussions with her, I have the following impressions of Dr. Halliwell's current thinking:

- a) she fully recognizes the need for some vision, or set of objectives, to guide the whole process of rationalization;
- b) she believes strongly in system-wide programme evaluation using external referees;
- c) the entire debate on rationalization is likely to be raised to a quite different intellectual level, and that creative and innovative solutions will be encouraged and sought.

2. The University Consortium

Over the past few months, Dr. Adams (TUNS), Dr. Haley (NSAC) and I have continued discussion on possible new approaches to increased cooperation between our three institutions. We have now agreed on a proposal to create The University Consortium. A few copies of the proposal

are available. In brief, we propose the creation of the Consortium consisting of our three institutions "in order to foster and develop their joint activities in graduate work, research and international development and to establish the three institutions as a major, nationally recognized research centre". Because we propose that the Consortium include some involvement of NSCHE, we will shortly submit the proposal to Dr. Halliwell for her comments. In the meantime, I have provided the proposal to Senate for examination and comment.

3. Campaign Planning

The planning process for the financial campaign is proceeding on schedule. The proposed list of priorities developed through the planning process will be made available to Senate in a few weeks time, for comment and suggestions before it is considered for approval by the Board.

In large part because of the importance of effective public relations to the success of a major financial campaign, but also in response to the comments of many faculty members and others at Dalhousie that we should be much more active in public relations, the firm of Corporate Communications Ltd. has been engaged through to the end of 1992 to advise and assist in the development of a long-term public relations strategy.

4. Enrolment

Approximate figures late last week indicated that enrolment for 1992-93 will be essentially as planned, at the same total level as in 1991-92.

5. Classroom Improvements

Since 1988, a significant portion of the Alterations and

Renovations budget has been allocated annually for classroom improvements. For 1992-93, the amount being expended is approximately \$400,000. Much of this work was done during the summer and includes the construction of new seminar and classrooms in the Dentistry Building, complete renovation to A & A 218 and improvements in many rooms that range from replacement of light fixtures, to painting, replacement of carpeting, blinds, drapes, installation of video monitors, repair of chairs and desks, etc. This is a continuing programme of improvement and is one indication of the University's commitment to an improved teaching and learning environment.

6. Maclean's

Maclean's again proposes this year to produce a special edition devoted to universities and to a comparison of them. Over the past year there has been extensive debate between AUCC and Maclean's in an attempt to ensure that comparable and valid data are used in classifying universities. The exact form that the classification will take is still unclear, except that there will apparently be three different categories. The provision of data to Maclean's has been very labor-intensive and there is little indication that this year's edition will be any less controversial among the universities than that of last year!

7. Personnel Matters

It is with considerable regret that I inform the Board officially of Dr. K. Zakariassen's resignation. He leaves Dalhousie in October to take up an appointment as Dean of Dentistry at Marquette University. He has served both the Faculty of Dentistry and Dalhousie with considerable distinction over the past six years and we wish him well in his new career.

Dr. John Ruedy took up his position as Dean of Medicine on 1 July, 1992.

Programme Proposal

Dalhousie/NSAC M.Sc. in Agriculture

On May 14, 1992, Senate approved the motion:

That Senate recommend approval of the proposed joint Dalhousie/Nova Scotia Agriculture College M.Sc. in Agriculture as outlined in the Faculty of Graduate Studies report of November 1991, subject to satisfactory renegotiation of the contract between Dalhousie and NSAC and subject also to:

- 1) the recommendations contained in the Faculty of Graduate Studies report;
- 2) provision for the programme to be reviewed after three years;
- 3) provision that the mechanism for student academic discipline and student appeals will be those in place at the Faculty of Graduate Studies at Dalhousie;
- 4) provision that Dalhousie be reimbursed for all costs associated with the programme and protected from any negative financial effects resulting from its introduction.

The proposal for the joint M.Sc. having been revised to reflect the concerns of Senate, and negotiations toward a new agreement between NSAC and Dalhousie nearing completion, BE IT RESOLVED THAT:

Senate's recommendation for a joint Dalhousie/Nova Scotia Agricultural College Master of Science programme in Agriculture be approved.

Background

The degree of Master of Science in Agriculture would be awarded by Dalhousie University in association with the Nova Scotia Agricultural College. It would be a programme of Dalhousie's Faculty of Graduate Studies and of the College and represents a logical extension of the two institutions' cooperation in graduate education in recent years.

2.

The programme would provide an opportunity for study and research in four initial areas: Animal Science, Agribiology, Agricultural Chemistry and Soil Science, and Plant Science.

All programme costs will be managed by the Nova Scotia Agricultural College and Dalhousie will be reimbursed for expenses. The Maritime Provinces Higher Education Commission has been urged to recommend special funding for this programme, over and above the total amount available for existing programmes.

The programme could begin as early as September 1993.